



Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of April 30, 2021:

- Thirty seven percent (37%) of the FY2021 initiatives have completed the recommendation phase and are in preparation for implementation.
- The Security Threat Team completed their procedure.
- Training Academy final report is approved.
- Two (2) initiative teams submitted their final report for review.
 - Evidence Based Programming
 - Offender Suicide Prevention

For more on the status of the FY2021 initiatives, see the Appendix.

Statistics & Analysis

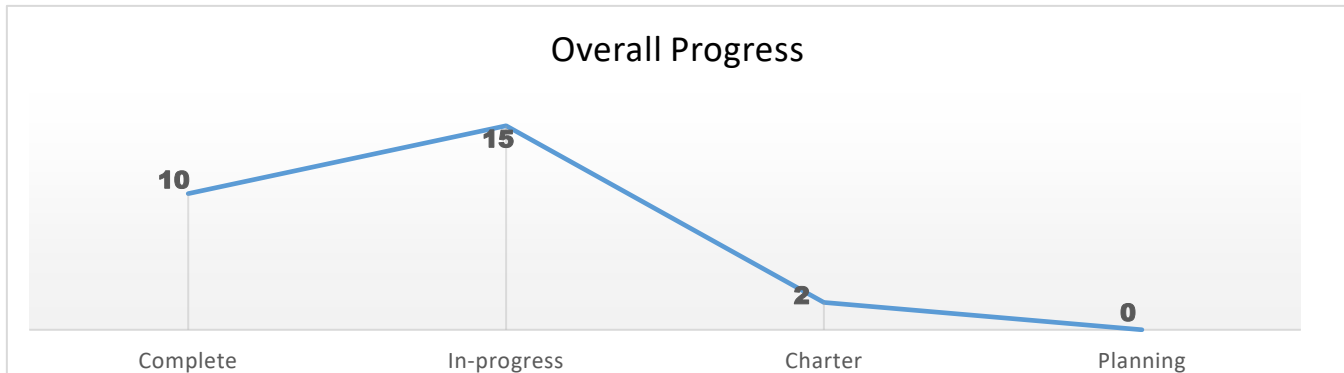
The 27 initiatives for focus in FY2021 are divided among the placemat themes as follows: 10 under safer work environment, 11 under improving workforce, and six (6) are under reducing risk and recidivism. The table below shows how they are progressing by theme. The initiatives in the complete phase increased by 100% under the safer work environment theme. All initiatives are chartered and moving towards implementation.

Table 1: FY21 Progress of Strategic Plan Projects by Theme

Placemat Themes	Initiative Status			
	Complete	In-progress	Charter	Planning
Safer Work Environment (10)	40%	60%	0%	0%
Improving Workforce (11)	46%	36%	18%	0%
Reducing Risk & Recidivism (6)	17%	83%	0%	0%



Figure 1: Progress of Strategic Plan Initiatives by Status



The 27 division led projects are currently in the following statuses: 10 are complete (37%), 15 are in-progress (56%), and two (2) are chartered (7%).

Table 2: Project Status by Division Responsibility

Progress and Assignment By Division							
Status	Overall	OOD	P&P	DORS	DAI	DHS	Parole Board
Complete	10	0	0	1	5	4	0
In-Progress	15	2	0	2	3	7	1
Charter	2	1	0	0	0	1	0
Planning	0	0	0	0	0	0	0
Total Initiatives	27	3	0	3	8	12	1

DAI and DHS have completed five (5) and four (4) of their assigned initiatives, respectively. DORS completed one (1) of their three (3) assignments. Only 38% of DAI's assignments remain to be completed.

Implications & Recommendations

The initiatives in the completed phase increased by 60% from last month's total. All FY2021 initiatives are chartered and moving towards implementation. For the most part, team members are vested in the positive outcome of their projects and are investing the time to see their project complete timely.



Appendix: FY2021 Initiative Highlights as of April 30, 2021

11.101 - Staffing Pattern & Shift Analysis

Off track – with plan to rectify

- The contract expires on 06/30/2021.
- The vendor (CLA) is onsite doing visits and expects to complete them by early May 2021. DOC expects feedback from CLA prior to June 15, 2021.

11.110 - Offender Mail/11.111 - Offender Censorship

Off track - with plan to rectify

- DAI has decided to merge these two initiatives due to work overlap.
- The team is working with the Procedure Unit to finalize the procedures
- They plan to give the facilities a 60-day notice before rolling out the new procedures and postal scanning.
- They did a couple of demos on postal scanning with JPay and discovered a few issues. The vendor is working on correcting these.

22.202 - Improve Safety at Regional Offices/Training Centers and Central Office

- Complete – Pending site visit from the Quality Assurance Team.

11.207 - Identification & Tracking of Security Threat Groups

- The procedure is complete, and it goes into effect on July 1st, 2021. An implementation team has formed for this initiative and will meet for the first time on May 25, 2021.

11.211 - Offender Suicide Prevention

- The recommendation phase is complete. The final report is under review.

11.212 - Transition to Electronic Files to Support Work from Home

On track

- They received about 15 RFI responses and have concluded that they are systems available to meet the needs of the Department.
- They are working on the final report and plan to have it done by May 30, 2021.

11.213 - Institutional COVID-19 Testing for Safe Reopening

- Complete – Monitoring is in progress.



11.214 - DOC Wide COVID Vaccine

On track

- 30 vaccine clinics were held for staff. All facilities had a staff vaccine clinic.
- From this point on, a vaccine clinic will only be held if 10 or more people sign up at one site.
- Phase three (3) of the vaccine for offenders started on April 9, 2021.

11.215 - Perimeter Detection Fence

On track

- The fencing is complete at ERDCC, SECC, SCCC, and JCCC.
- They completed the install at FDRC on April 15, 2021; the commissioning is scheduled for early May.
- They plan to have the fencing installed at PCC by mid-May.

21.103 - Identification of Core CO-I Competencies

- The recommendation phase is complete – Implementation in progress

21.206 - Implement On-Boarding for Frontline Staff (Phase II)

Off track - with plan to rectify

- The team will meet on May 12, 2021, to finalize the next steps to move this initiative into implementation.
- The plan is to complete implementation before June 30, 2021.

21.207 – Transformation Training Academy

- The recommendation phase is complete, and the Executive team approved the final report. This has moved to implementation.

21.208 – The Corrections Way for Frontline Staff

- This is in monitoring.

21.210- Expand COI and Cook Recruitment Efforts

Pending start

- Chartered.
- This will start after the Recruitment Unit is moved from DAI to DHS.
- They are still trying to get things organized to transition all regions to DHS.

21.405 - Create Employee Wellness Program

- This has moved to implementation.



21.406 - Trauma Support for Staff

On track

- The amended PACT policy is with the Procedure and Forms Unit for review (PAFMU).
- The policy for the Employee Trauma Specialist role is with PAFMU.
- Trauma-Informed components are being added to the Training Academy curricula.
- The joint brochure to include all DOC Employee Support Services and the DOC Care “Prevent, Respond, Support” model is complete.

22.106 - Complete Leadership by Design for DAI

On track

- They have completed Leadership by Design for ACC, JCC, ERDCC, FCC, SCCC, SECC, CCC, KCRC, MTC, WMCC, and WRDCC as of March 16, 2021.
- They plan to complete MCC, MECC, NECC, TCSTL, and WERDCC on May 18, 2021.
- BCC, CTCC, FRDC, OCC and TCC are scheduled in the Walking Warehouse for May 25, 2021.

22.107 - Develop Equity, Diversity & Inclusion (EDI) Policy

On track

- With the assistance of St. Louis University, this team has completed nine (9) focus groups with an average of five (5) participants in each. Ten percent (10%) of the participant were custody employees.
- Next, they will compile and analyze the data by June 15, 2021.

22.203 - Re-purpose Citizen's Advisory Committees

- On 01/07/2021, the Governor terminated Executive Order 03-11 governing the Citizen’s Advisory Committee. This is done and will show complete on the initiative dashboard.

22.303 - Trauma Informed Culture at Female Institutions

Pending start

- The project charter is in development.

31.114- Programming to Conform to Evidence Based Practice

- The recommendation phase is complete. The final report was submitted for review.

31.115 - Mental Health and Substance Use Treatment Standards

On track

- This team's final report is near complete and currently in team review.



31.207 - Community Peer Specialist

On track

- They are defining the roles and expectations for Peer Supports with input from the Missouri Credentialing Board.
- They are working on identifying potential funding sources for the peer Program.
- They plan to have their recommendation complete by June 30, 2021.

31.209 - Program Model for Court Referred Short-Term Offenders.

Off track – with plan to rectify

- This project has been placed on hold. This is due to the work load for team members working with the FRDC and Cremer Center transitions. They will meet again on May 04, 2021.

31.305 - Quality Control, Quality Assurance, Support for Correctional Programming

On track

- They have completed their milestone tasks assignment and set timeframes.
- They plan to complete their recommendation by June 30, 2021.

31.401 - Re-Create Release Guidelines

Off track - with plan to rectify

- They have reviewed the SDMF guidebook and the SD and CT SDMF scoring sheets and adapted to meet the Board's need for review. Completed on February 16, 2021.
- The Board voted to adopt structured decision making framework scoring sheet. Completed March 01, 2021
- End user training for actuarial assessments (Static99R, STABLE, ASI) is complete as of April 30, 2021.
- Training hearing panel on use of the SDMF process is complete as of April 30, 2021.
 - There was a slight change in the IPO training and NIC limited the numbers to Board and analysts.
 - IPO supervisors were given an overview.
 - They will meet with the Board chair about IPO training
- Implementation of SDMF is schedule for May 30, 2021.

Strategic Initiative Dashboard

FY2021 Initiatives

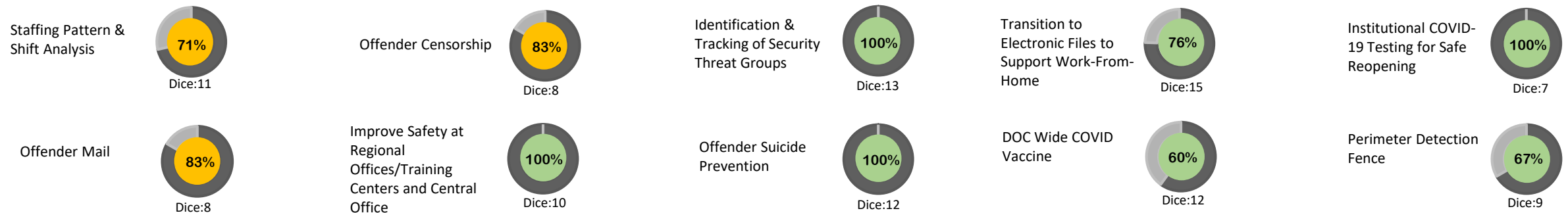
Values in circles indicate %
of milestone complete

On-Track
Off Track with plan
Off Track – with no plan



Safer Work Environment

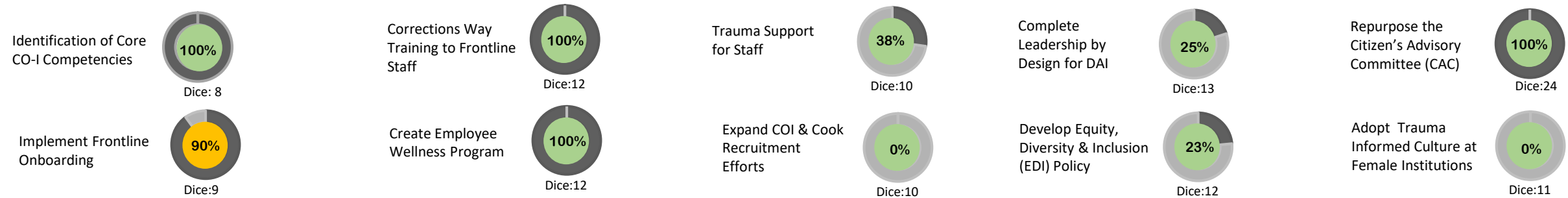
Safe Worksites



Improving Workforce

Hire, Develop, Retain Quality Staff / Health & Wellness

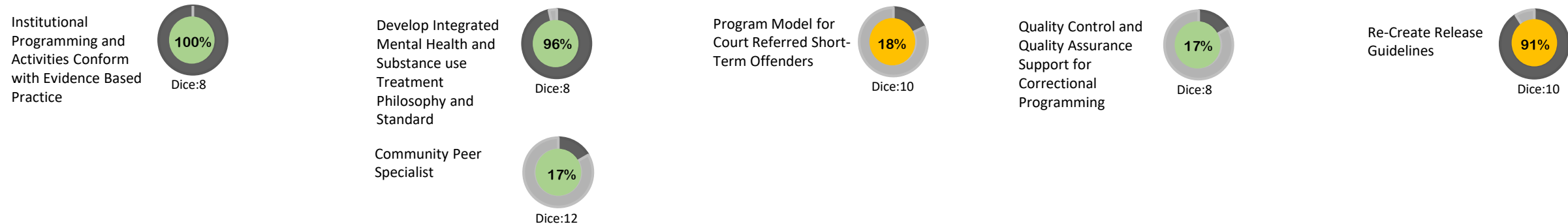
Develop Corrections Brand



Reducing Risk & Recidivism

Prep for Release

Parole Board



Dice scores last calculated April 2021

**Scores are defined as follows: - 7 to 13 win zone (Highly likely to succeed) - 14 to 17 worry zone (Risky, needs immediate attention to weaken risk) - 18+ woe zone (highly likely to fail, need decisive action to salvage)